

2025

# Annual Sustainability Report

Every choice contributes. Small actions add up.  
Goals only matter if we meet them.

Measured  
Embedded  
Delivered



## Foreword

### About Santa Fe

Santa Fe Relocation is a Global Mobility company with 60 years of experience managing and delivering Relocation services worldwide. We offer a full range of services, including Corporate & Personal Moving, Destination Services, Immigration, Assignment Management and Compensation & Expenses.

We are known for our expertise in helping individuals, families and organisations work, live and thrive in new places around the world.

### Global Mobility made easy

Supporting our clients' success and their relocating employees' experience goes beyond the practical aspects of Relocation. Services are continuously improved based on what matters most to the individuals we work with. Our goal is a fully integrated Relocation experience that is seamless from start to new start. We listen carefully to our clients, partners and customers, and adapt to their evolving needs, including how we approach sustainability.

### Our values

Our values guide how we work, what we prioritise and how we deliver for clients. They shape our culture and define the standards we expect.

*Integrity* lives in our DNA.

*Drive* keeps us moving.

*Quality* makes us shine.

Our *People* bring it all to life.

### Our parent company

Santa Fe Relocation is part of the MOBILITAS Group, a French family-owned company founded in 1974. With over 4,900 employees across 103 countries, the Group specialises in Removals and Relocation Services, Physical and Digital Records Management and Heritage Conservation, including digitisation and sharing.

As the parent company of Santa Fe, MOBILITAS provides strategic support and long-term investment across all business lines. The MOBILITAS Group ESG Committee oversees the group-wide implementation of Environmental, Social and Governance priorities across all business lines.



### MOBILITAS Group ESG committee members



**Cedric Castro**  
Chief Executive Officer



**Paul Massardier**  
Chief Operating Officer



**Ido Barner**  
ESG Director & Board Member



**Roleen Webber-Green**  
Executive Assistant



**Odin Kloppers**  
ESG Coordinator



1959



Interdean founded in Germany

1980



Santa Fe Relocation Services founded in Hong Kong

1988



EAC<sup>1</sup> acquires Santa Fe Relocation Services

2012



EAC<sup>1</sup> acquires Interdean

## Executive summary

Our 2024 ESG results show clear progress and set the foundation for measurable, long-term change.

In 2021, we made sustainability a core business pillar. Three years on, this report sets out our Environmental, Social and Governance (ESG) progress for 2024. It provides a detailed, transparent view of our impact and the action we're taking across 38 countries.

This year marked a shift from planning to implementation. We expanded emissions reporting, embedded ESG into core business functions and acted on data, not intent. Our carbon intensity, emissions per employee, continued to fall. Total emissions fell by 5%, driven by better visibility, stronger systems and targeted reduction strategies.

The ESG Committee, now over 30 members strong, delivered 67 trackable goals. From air freight reduction and circular supply chains to mental health first aid and fair pay, our teams activated meaningful change at both global and local level. All offices now report full ESG data and performance is benchmarked by site, team and region.

The road ahead is more defined. Throughout 2025 and into 2026, we're transforming our supply chain, improving Scope 3 transparency and delivering actionable client guidance. We're modelling carbon reduction through Watershed platform, improving vendor assessments and aligning long-term targets with the science.

Sustainability is part of how we operate. It's built into the way we work, make decisions and measure progress. It's business-critical.

2015



Regional brands merge to become Santa Fe Relocation

2019



Lazarus Equity Partners<sup>2</sup> acquires Santa Fe Relocation

2024



Mobilias Group<sup>3</sup> acquires Santa Fe Relocation

### Santa Fe history

1. EAC (The East Asiatic Company) founded in 1897. 2. Lazarus Equity Partners founded in 2019. 3. Mobilias Group founded in 1974.

## 2024 overview

### Deepening our impact

2024 was a year of continued drive, delivering on our ten-year strategy to cut carbon across all services while improving social sustainability throughout our company, our partners and the customers and communities we serve. Building on last year's momentum, our empowered committee continued to drive sustainable initiatives across all global locations.

We planted 250 trees through our temporary living provider, Oasis, in partnership with One Tree Planted. The contribution supported wildfire recovery efforts in California, helping to restore areas impacted by forest fires.

In 2024, following the departure of the previous ESG Manager, Karen Maher stepped in as ESG Guardian to maintain oversight and continuity across all projects. Her leadership during this period ensured that momentum was not lost. In January 2025, she formally took on the role of ESG Manager, bringing renewed energy and direction.



### Karen Maher on leading ESG at Santa Fe

As the new ESG Manager at Santa Fe, I'm committed to driving meaningful, measurable change. In my personal life, I follow a plant-based lifestyle, reflecting a broader commitment to sustainability and respect for the planet. I bring that same clarity and integrity to my role, always working with honesty and transparency. Data is at the core of effective ESG and my priority is ensuring that our reporting is accurate, consistent and trustworthy. There's no room for embellishment. Only facts that reflect real progress and real challenges.

Looking ahead to 2025, my focus is on actions that strengthen ESG performance and align with business priorities. Every step will be deliberate, transparent and designed to deliver impact.



**Karen Maher**  
ESG Manager  
Santa Fe Relocation

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## CEO perspective

At Santa Fe Relocation, sustainability is built into the way we operate. It reflects our purpose as a company and our responsibility to the people and organisations we support every day.

This report sets out how we're embedding ESG thinking across every part of the business. We're not simply adding it in. We're building with it. From how we work with partners to how we advise clients, the shift is structural. We're investing in better systems, tracking real outcomes and being transparent about the gaps as well as the gains.

Progress matters but so does precision. Our approach is measured, honest and rooted in the belief that Relocation must be sustainable—across operations, supply chains and every customer experience.

Thank you to the teams around the world who are making this real. Their work is what drives change and earns trust.



**Samuel Mergui**  
Chief Executive Officer  
Santa Fe Relocation

# Company structure

## Global Leadership Team (GLT)

**Samuel Mergui**  
CEO

**Steve Standing**  
COO

**Nick Malcomson**  
CFO

**Olivier Jourdan**  
CCO

Leading vision, pace and performance

## GLT+ (Extended GLT)

**Adam Sloan**  
Cluster Head  
South Asia & India

**Anthony Heszberger**  
Cluster Head  
CEE & MEA

**Ernesto Colom**  
General Manager  
Americas

**Gregory Renouf**  
Cluster Head  
Western Europe

Enabling consistency, delivery and scale

## Global presence

We serve the world through 102 locations in 63 cities across 39 countries. As part of the MOBILITAS Group, our reach extends to over 100 countries, supported by more than 15,000 Approved Partners.



Your trusted local Global Mobility partner

**Please note:** This company structure reflects our current GLT and GLT+ teams and has evolved since 2024, the reporting year covered in this document.

## ESG strategy

Our ESG strategy remains central to how we operate. As climate pressures intensify and global progress slows, our focus is clear. We are embedding sustainability into decisions, operations and partnerships—shifting from framework-building to implementation.

Global ESG momentum is uneven. Scrutiny is rising and progress on shared goals, including the Paris Agreement, is stalling. Against this backdrop, our focus remains clear. We embed sustainability into decisions, operations and partnerships, shifting from framework-building to implementation.

Our global footprint gives us a clear view of shared challenges and opportunities. Through our long-standing commitment to the UN Global Compact and local action across regions, we align ambition with delivery. We stay accountable by setting targets that demand progress and by measuring the results that matter.

**We believe in setting targets that stretch us. That's how real progress happens.**



### Global temperature milestone:

In 2024, Earth recorded its warmest year to date, with global average surface temperatures rising approximately 1.55°C to 1.60°C above pre-industrial levels. This marks the first calendar year to exceed the 1.5°C threshold set by the Paris Agreement. **Source:** World Meteorological Organisation, 2024.

## Statements

### Child labour

In 2024, there were no reported incidents of child labour, forced labour or human trafficking. We comply with all applicable labour laws and regulations across our operations and supply chain.

### Incidents

Two significant security incidents were recorded in 2024. These involved a phishing reply and an account breach. There were no confirmed reports of corruption or whistleblower activity submitted via NAVEX.

### Living wage

We are committed to paying a living wage across all operations. Our wage levels are reviewed regularly against local cost-of-living indicators, collective agreements and inflation. We also assess pay based on role and performance.

To date, 90% of locations are confirmed to offer either 100% Fair Pay or a rate equal to or above the local living wage.

## Key goals

### Focused ESG priorities driven by stakeholders

The UN Sustainable Development Goals (SDGs) are 17 global objectives introduced under the Paris Agreement of 2015. They aim to limit global warming to 1.5°C above pre-industrial levels. As of 2024, global temperatures had already risen by around 1.2°C. Extreme weather and climate tipping points are becoming more frequent and severe, reinforcing the need for urgent, sustained action.

At Santa Fe, we continue to prioritise five SDGs identified by our stakeholders as most relevant to our operations and impact. These goals form the basis of our long-term ESG strategy and guide our actions at global and local level.



### Environmental

#### Responsible consumption and production

We reduce waste, reuse materials and manage resources more efficiently.

#### Sustainable cities and communities

Supporting Relocation outcomes that are inclusive, resilient and environmentally aligned.

### Social

#### Good health and well-being

Supporting employee wellbeing, mental and physical health and community resilience.

#### Gender equality

Promoting inclusion and equitable treatment in the workplace and beyond, with a focus on women and girls.

#### Reduced inequalities

Addressing inequality within our workforce and supply chain, across regions and roles.

### Governance

Delivering these goals requires robust systems, accountable structures and strong governance across every region.

## Long-term goals

### **Grounded in governance, shaped by progress**

Our long-term goals, first defined in 2023, set the direction for Santa Fe's sustainability strategy across environmental and social priorities. These goals have guided our actions throughout 2024 and continue to reflect our commitment to measurable, ambitious progress.

Governance underpins everything we do. It is embedded in the way we operate, through accountable structures, ethical conduct, transparent reporting, anti-corruption policies and compliance with international standards. These practices support sound decision-making and maintain stakeholder trust across every region.

In early 2025, we conducted a strategic review to ensure our goals remain aligned with operational realities, stakeholder expectations and a rapidly evolving ESG context. As a result, we refined the scope of several goals and adjusted some timelines, enabling a more focused and achievable path towards our long-term objective: net zero emissions.

This report reflects performance against the original 2023 goals as they applied throughout 2024. Revisions made in 2025 will be reflected in the next reporting cycle.

These goals mark our progress toward cutting emissions, reducing waste and building a sustainable business. They show our commitment to social responsibility, measured and reported against clear targets.

**Escalating climate extremes:** Extreme weather events such as floods, droughts and wildfires are now five times more likely than in the 1970s due to human-driven climate change. **Source:** Intergovernmental Panel on Climate Change, Sixth Assessment, 2023.

# Environmental

## Responsible consumption and production

### SBTi and emissions tracking

We remain committed to responsible consumption and production across our operations, aligning targets with the Science Based Targets Initiative (SBTi) and driving reductions through data-led actions.

- Align to SBTi by 2024. Working with Watershed, we are modelling a range of reduction scenarios establishing SBTi-aligned targets.

**Status: On track**

- Submit maximum available data to Watershed. 100% of required data was submitted for the 2024 reporting cycle.

**Status: Achieved → 100%**

- Use Watershed to register and delineate reduction targets. A full reduction plan has been submitted and integrated with strategy.

**Status: Achieved → 100%**



### Align carbon emissions with SBTi

- Implement a supply chain emissions reduction programme by 2024. Deferred due to resource constraints.

**Status → Pushed to 2025**

- Achieve CDP Score B by 2025. We retained a C rating in 2024, with ongoing work toward a B rating.

**Status: In progress → 50%**

- Channel 20% of third-party services to sustainable suppliers by end of 2026. Our internal platform is being enhanced to rank suppliers by sustainability criteria and guide procurement decisions.

**Status: In progress → 25%**

- Reduce non-sustainable business travel by 30% by 2027. Business travel emissions increased from 195 tCO<sub>2</sub>e in 2023 to 775 tCO<sub>2</sub>e in 2024, reflecting deliberate in-person leadership engagement across global offices. A revised travel policy has been introduced for 2025 to return to the planned reduction pathway.

**Status: Temporarily off target**

- Reduce air shipments by 30% by 2027. Emissions from air logistics fell from 16,240 tCO<sub>2</sub>e in 2023 to 13,777 tCO<sub>2</sub>e in 2024 resulting in a 15% reduction.

**Status: In progress → 50%**

- Phase out single-use plastics. 48 of 53 global sites have eliminated items such as plastic bottles, straws, cutlery and single-use containers.

**Status: In progress → 90%**

- Minimise operational waste. Targeted local actions are underway to reduce waste generation across all offices.

**Status: In progress → 65%**

## Transition to 100% reused and recycled packing materials by 2027

- Extend ISO14001 coverage. Two of 22 uncovered countries are currently exploring certification in 2025.

**Status: In progress → 45%**

- Achieve zero waste to landfill in locations with supporting infrastructure. A further 6% aim to meet this in 2025.

**Status: In progress → 55%**

- Set incremental targets for waste reduction using Watershed. A guidance pack was distributed in 2025; data collection will follow.

**Status: Pushed to 2025**

- Replace primary packing materials with sustainable alternatives by 2025. 87% of locations now reuse suitable packing materials more than once.

**Status: In progress → 74%**

- Adopt clear guidelines for recycling and waste reduction at all sites. 87% of locations recycle common materials and 50% now operate *recycle at work* schemes. A further 32% plan to implement these in 2025.

**Status: In progress → 69%**



## Transition to renewable energy across feasible sites by 2027

All sites have now reported on their renewable energy status, with ongoing actions in place to expand access and implementation. While 43% of sites are currently on target, 42% have implemented renewable energy sources.

However, 2024 saw limited expansion due to landlord negotiations and warehouse consolidation. Carbon credit costs also rose by 20%, prompting further analysis in 2025. 44% of sites have provided a timeline for adoption, a decrease from last year due to these delays.

- Develop a three-phase transition strategy by site.

**Status: On track**

- Establish local implementation timelines.

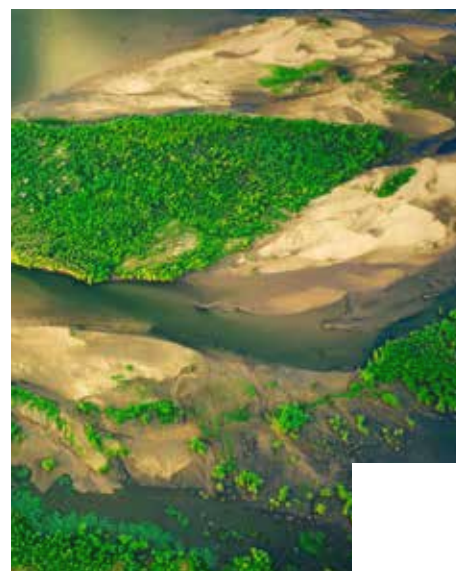
**Status: On track**

- Pursue virtual power purchase agreements or energy attribution certificates where direct sourcing is not viable.

**Status: On track**

- Use Watershed to track energy emissions reductions.

**Status: In progress → 43%**



## Environmental (continued)

### Sustainable cities and communities

#### Address biodiversity and water concerns

An ESG risk assessment and opportunity matrix has been created but not yet distributed. Once finalised, this will guide engagement with action groups in high-risk regions.

- Conduct a comprehensive assessment of global biodiversity and water scarcity in 2025.

**Status: On track**

- Disseminate findings and actions to clients, suppliers and internal teams by 2026.

**Status: On track**

- Pinpoint and extend support to vital action groups operating in high-risk regions by 2027.

**Status: In progress → 40%**

Current environmental actions across our locations include:

- Greywater capture is active at 17% of sites. This figure decreased from 2023 following a reassessment of criteria and clarification of requirements.
- Filtered water access is available at 94% of locations, reducing bottled water usage and encouraging daily hydration.
- Rainwater butts for windscreen washing and site cleaning are in place at 51% of sites.
- Water-saving devices have been installed at 64% of locations.
- Biodiversity and flora initiatives are active at 26% of sites. These include wildflower zones, insect habitats and on-site vegetable patches. The figure represents completed initiatives only; planned actions for 2025 are not included.
- Indoor air quality improvements using high-oxygen plants are in place at 68% of locations, with a further 28% scheduled for 2025.



# Social

## Inequality and inclusion

### Address inequalities within our organisation and supply chain

Santa Fe's approach to ESG risk is designed to strengthen resilience, compliance and long-term performance. Approximately 25% of business units have already identified risks and opportunities through their wider risk assessments. A dedicated ESG-specific risk and opportunities programme will be rolled out in 2025 to support deeper analysis in high-risk services and geographies.

A due diligence questionnaire was issued to all suppliers in 2024, supporting the development of a vendor matrix within our internal portal. This system will prioritise sustainable suppliers and identify areas for improvement. 33% of locations can already source from proven sustainable partners. From 2026, annual in-region checks will be introduced to strengthen supply chain accountability and promote continuous ESG improvement.

- Undertake a global risk assessment focusing on high-risk services and locations in 2024.

**Status: Pushed to 2025**

- Conduct a comprehensive assessment of social inequalities across operations in 2024.

**Status: Pushed to 2025**

- Strive for uniformity in healthcare benefits across regions. Minimum healthcare coverage is now in place at 87% of locations, supporting consistency across regions.

- **Status: On track → 87%**

- Recognise and rectify disparities concerning LGBTQ+, minority and disabled staff recruitment and retention 67% of locations have implemented measures to address imbalances and promote inclusive hiring and retention practices.

**Status: On track → 67%**

- Sustain balanced gender representation and pay within our workforce. Santa Fe has maintained a gender representation within 3% of a 50/50 split. 80% of locations also report a positive gender pay balance within a 6% margin.

**Status: On track → 90%**

- Support NGO and refugee workplace schemes. This initiative has not yet progressed due to capacity constraints, but remains a future priority. France, Spain and the Philippines have been identified as legally eligible locations for implementation.

**Status: Delayed**

- Request EcoVadis certifications from principal suppliers by 2024.

**Status: Pushed to 2025**

- Revise procurement policies to align with the UN Global Compact's ten principles by 2025.

**Status: Pushed to 2025**

- Implement regular in-region supply chain checks annually.

**Status: Pushed to 2025**

- Disseminate training on assessment findings to supply chain, procurement teams and clients.

**Status: Pushed to 2025**



## Social (continued)

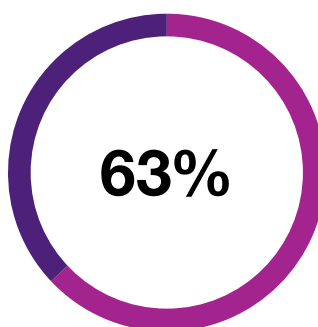
### Support career pathways and governance

In 2024, we strengthened our career development framework, building on the Global Handbook updates introduced in 2023. Individual development plans are now embedded in our global HR system, allowing for more consistent tracking and support across regions. The Cornerstone platform continues to anchor one-to-one development conversations between employees and their managers.

Engagement levels vary. 63% of employees completed annual reviews and 75% of development plans were created. These actions support our goal of aligning individual growth with business objectives and providing clear, accessible career pathways.

In 2025, we will focus on improving the consistency of training, follow-up and career planning, supporting a more fulfilling work environment and stronger governance.

Status: On track → 69%



2024 performance review completion status as of 09/07/25

- 63% Complete
- 37% Incomplete

#### Corporate emissions concentration:

More than 70% of global greenhouse gas emissions come from just 100 companies. Decarbonising corporate operations and supply chains is essential to achieving meaningful global reductions.

**Source:** CDP (Carbon Disclosure Project), 2024.



# Employee wellbeing and community impact

At Santa Fe, we support our people through inclusion, trust, wellbeing and connection. In 2024, we strengthened this commitment with new initiatives, local action and continued support across the business.

## Support for minority groups

Local ESG Committees are establishing dedicated support networks for minorities and vulnerable groups, with implementation planned throughout 2025.

## Ample paid leave

We meet or exceed national annual leave requirements in every country we operate in. This supports time for rest, family connection and personal wellbeing.

## Flexible working

Our Better Together approach encourages time in the office while maintaining flexible working models that promote balance and personal responsibility.

## Sustainability training

ESG Foundation Training is now part of our annual compliance learning on Cornerstone. This ensures all employees stay informed on key sustainability topics and why they matter to our business.

## Connecting women, building community

In Vietnam, team member Stephanie Ralainarivo launched a grassroots initiative to connect women through weekly evening dinners. The group now includes 66 members and offers a consistent, welcoming space for sharing and support. This volunteer-led initiative strengthens inclusion, wellbeing and local connection through simple, meaningful conversations.

## Mental Health First Aid (MHFA)

We now have six trained Mental Health First Aiders across the business. They provide early support and guidance to colleagues in distress, helping normalise open conversations about mental health and signposting to further resources.

## Thrive@work

Thrive@work brings together local initiatives focused on mental health, wellbeing and awareness. In 2024, these included the Macmillan Coffee Morning to raise funds for cancer support, menopause workshops open to all employees and breast cancer awareness activities such as education sessions, Wear It Pink days in Vietnam and the UK and team-led fundraising. Our teams also took part in Movember, promoting men's health through awareness campaigns and fundraising and joined Christmas Jumper Day, a festive initiative supporting Save the Children.

## Social responsibility in Thailand

Our Thailand team continues to support the Mercy Centre and Gift of Happiness Foundation by donating household items collected from outbound moves. Santa Fe Thailand has received 15 consecutive Corporate Social Impact Awards from AMCHAM Thailand, recognising its commitment to responsible business.

## Circular giving in the Netherlands

In the Netherlands, our team supports Guide Dogs for the Blind, running a workplace book library and donation drives for clothing, toys and deposit refund schemes. These efforts fund the training of service dogs and reflect our broader commitment to community inclusion and circularity.

## Wellbeing through team engagement

Our team in France took part in La Course des Princesses at Château de Versailles, strengthening team spirit while supporting the site's restoration. These events go beyond work—creating space to connect, give back and share meaningful experiences.

# Governance

## Strategic partnerships

We continue to invest in partnerships that strengthen our sustainability strategy. In 2024, we worked with Watershed, our Enterprise Sustainability Software provider, to independently assess emissions, support disclosure and accelerate progress on reduction targets.

## Recognised frameworks and accreditations

We remain committed to internationally recognised standards, including CDP, EcoVadis, the United Nations Global Compact and ISO certifications. These frameworks guide our strategy and support transparent progress.

### EcoVadis

Following our first global submission in 2023, we received a Silver medal. After implementing additional improvements across the business, we achieved Gold in 2024. Santa Fe is now ranked in the 95th percentile for our industry, reflecting steady progress and our drive to raise standards.

### CDP

CDP is a disclosure framework requested by many clients. In 2024, we received a C rating, marking a step forward in our ESG journey. The result recognises foundational progress in governance, risk and impact reporting and reflects our growing maturity as we scale our strategy.

### ISO

Santa Fe holds ISO 9001, 14001 and 27001 certifications. Currently, 24 offices and warehouses are certified under ISO 14001, demonstrating strong environmental management. Further certifications are underway, including in Germany, which is targeting accreditation in 2025.

## Carbon accounting



## Stakeholder engagement & training



## Affiliations



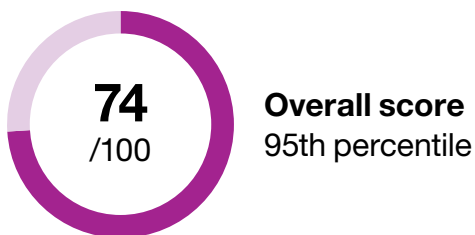
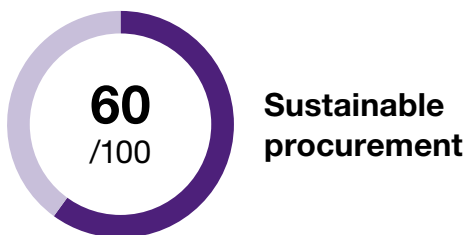
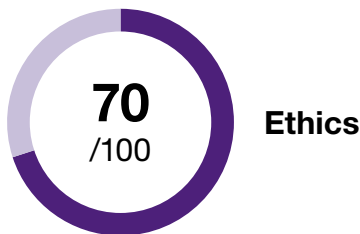
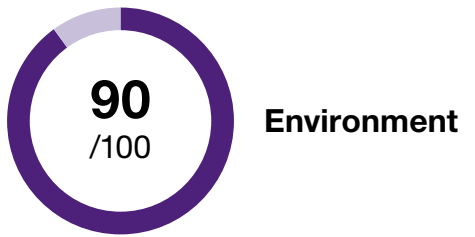
## ISO accreditations



## Ecovadis Scorecard



## EcoVadis Scorecard 2024



At a local level, Santa Fe France were awarded the EcoVadis Platinum Medal in 2024.



## Emissions

In 2025, our total greenhouse gas (GHG) emissions fell to 35,037 metric tons of CO<sub>2</sub>e, down from 36,957 the previous year. This five percent reduction is significant and was achieved alongside improvements in data quality and reporting coverage.

For the first time, 100% of our global offices submitted complete data. While some figures remain estimated by Watershed using industry benchmarks, the consistency of inputs has improved significantly.

We are now capturing a more detailed, global view of our carbon footprint across all business lines. The majority of data is activity-based, with some spend-based emissions included. Improvements in waste tracking, energy reporting and local engagement have shifted us from partial insight to a full operational baseline. Updates to Watershed's emissions modelling tool, the Comprehensive Environmental Data Archive (CEDA), have also improved accuracy and aligned us with the latest science.

### Scope 3 trends and external impacts

Our Scope 3 logistics emissions declined, supported by internal reduction strategies and wider shifts across the mobility industry. More efficient resource use, shipment consolidation, reduced air freight and changes in transport modes all contributed.

External factors also played a role, particularly changes in client mobility policies. According to Relocation providers and global forums such as WERC and IAM, household goods (HHG) shipment volumes fell by around 25 to 35% in 2024. Our internal data reflects this shift. Many clients now opt for simpler models, such as excess baggage or destination furniture allowances. Short-term and permanent transfers with little or no shipping are also becoming more common. Recent tenders show a clear preference for flexibility and cost-efficiency.

## Governance (continued)

Our emissions strategies are still being rolled out globally but they already support this shift. Although Scope 3 logistics fell by five percent, it remains our largest emissions category and a core focus. This year's progress, made while expanding our reporting scope, strengthens our ability to assess performance, target deeper reductions and move towards more ambitious goals.

### Reductions against strategy

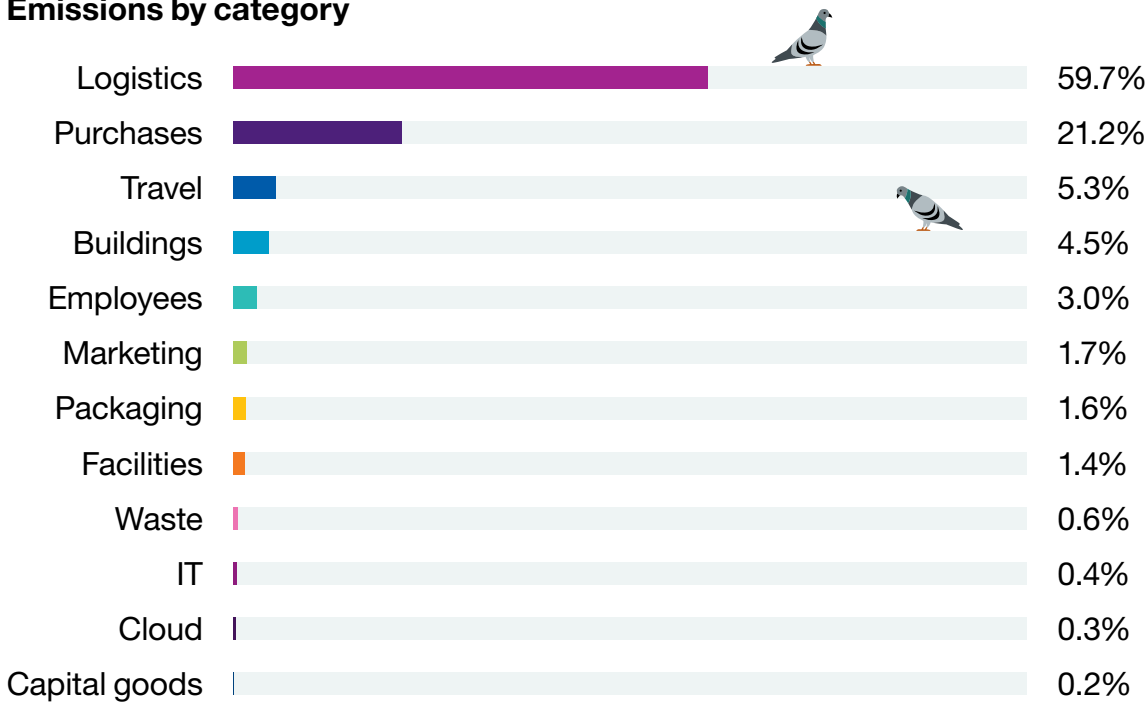
We continue working with our carbon accounting partner, Watershed, to align reductions with Science Based Targets initiative (SBTi) principles.

Our strategy supports absolute reductions year on year through targeted initiatives, including reducing air shipments where possible and expanding renewable energy use across more locations.

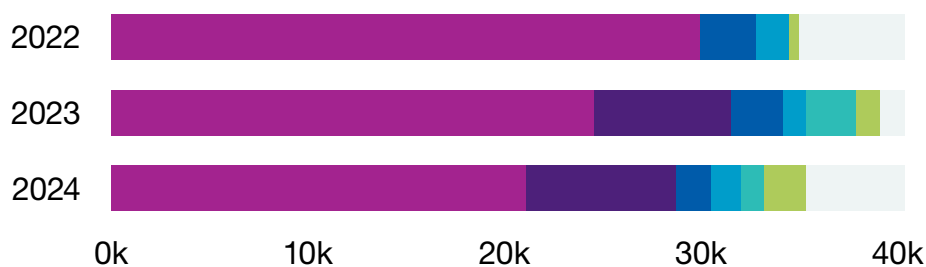
### Changes by scope

Under the Greenhouse Gas (GHG) Protocol, emissions are categorised into three scopes based on where they originate. In 2024, 94% of Santa Fe's reported footprint came from Scope 3 activities. Scope 1 emissions rose due to better data accuracy, not increased impact. More locations submitted data on company-owned or leased vehicles. While many offices do not operate their own vehicles, those that do use non-electric models, which carry higher emissions.

### Emissions by category



### Emissions by year (tCO<sub>2</sub>e)



Net corporate emissions for Jan-Dec 2024 were 35,037 metric tons of CO<sub>2</sub>e.

## Scopes



<b>Scope 1</b> ■	Direct release of greenhouse gases from sources you own or control (e.g., company-owned vehicles or furnaces).	760 t CO <sub>2</sub> e	2.1%
<b>Scope 2</b> ■	Emissions from the generation of electricity, steam, heat, or cooling that you purchase from companies (like your power utility).	906 CO <sub>2</sub> e	2.5%
<b>Scope 3</b> ■	Upstream emissions of products and services you purchase and downstream emissions when customers use/dispose of your products.	34,825 CO <sub>2</sub> e	95.4%

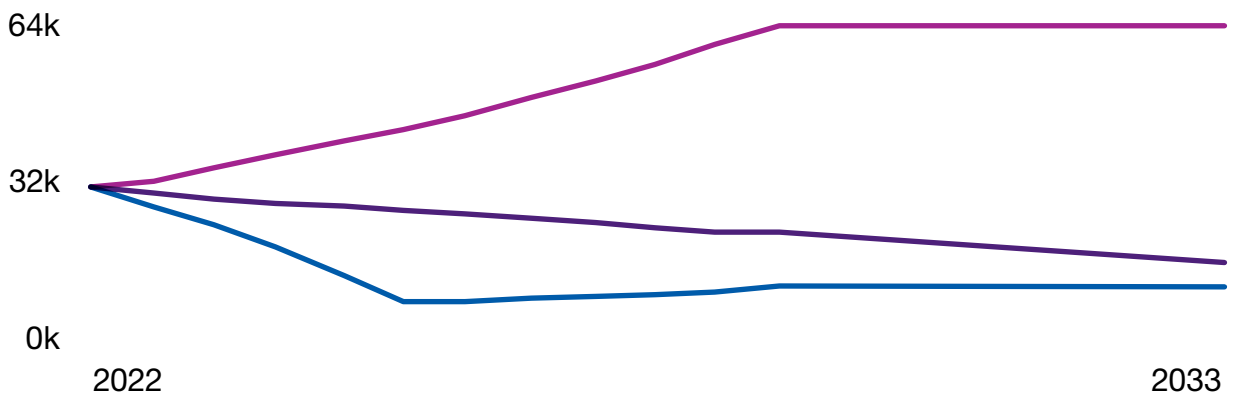
The GHG Protocol splits emissions into scopes based on the party directly emitting. During Jan-Dec 2023, 95.4% of Santa Fe's footprint came from Scope 3 emissions.

### Scope 3 headcount intensity target

■ BAU ■ Target ■ Initiatives



Reduce Scope 3 emissions by 62% per employee by 2033

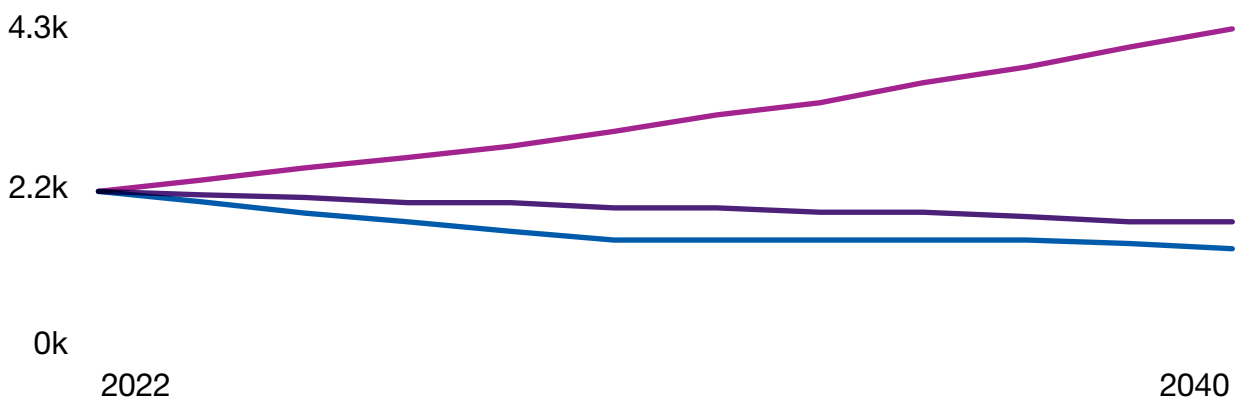


### Scope 1 & 2 absolute emissions target

■ BAU ■ Target ■ Initiatives



Reduce Scope 1 & 2 scope emissions by 50% by 2040



## Energy breakdown by country

Country	City or region	Type	Market-based emissions (tCO <sub>2</sub> e)	Energy consumption (MWh)
 Austria	Vienna	Office	3.341	19.118
 Austria	Vienna	Warehouse	7.218	42.806
 Belgium	Kortenberg	Office	184.965	828.217
 Bulgaria	Sofia	Office	5.039	9.423
 Bulgaria	Sofia	Warehouse	6.101	11.538
 China	Beijing	Office	17.24	24.295
 China	Beijing	Warehouse	21.131	29.824
 China	Qingpu	Warehouse	42.914	60.57
 China	Shanghai	Office	14.809	20.789
 China	Zunyi Road	Office	19.832	26.886
 Czechia	Prague	Office	68.316	106.793
 Dubai	Dubai	Office	3.784	5.882
 Dubai	Dubai	Warehouse	0.493	0.372
 Dubai	Dubai	Warehouse	3.865	6.79
 France	Bouc-Bel-Air	Office	3.161	22.49
 France	Paris	Office	16.752	72.059
 France	Paris	Warehouse	11.616	113.324
 Germany	Frankfurt	Office	40.14	50
 Hong Kong	Hong Kong	Office	51.622	72.532
 Hong Kong	Hong Kong	Warehouse	222.925	311.509
 Hungary	Budapest	Office	3.776	7.933
 Hungary	Budapest	Warehouse	24.096	62.736
 India	Bangalore	Office	1.151	0.981
 India	Bangalore	Warehouse	7.299	7.617
 India	Chennai	Warehouse	4.503	5.143
 India	Hyderabad	Warehouse	6.087	6.803
 India	Kolkata	Office	2.6	2.718
 India	Mumbai	Office	6.941	7.774
 India	Mumbai	Warehouse	6.268	7.23
 India	New Delhi	Office	2.699	2.874
 India	New Delhi	Warehouse	9.072	9.651
 India	Pune	Warehouse	6.704	7.209
 Indonesia	Jakarta	Office	2.183	2.06
 Indonesia	Sentul	Warehouse	3.06	7.182
 Italy	Milan	Office	3.148	5.344



Country	City or region	Type	Market-based emissions (tCO <sub>2</sub> e)	Energy consumption (MWh)
Japan	Tokyo	Office	0.698	1.209
Malaysia	Penang	Office	4.052	5.253
Malaysia	Shah Alam	Office	49.868	65.375
Philippines	Calamba	Warehouse	132.718	344.172
Philippines	Cebu	Warehouse	9.7	18.489
Poland	Warsaw	Office	30.439	32.035
Poland	Warsaw	Warehouse	37.694	45.121
Portugal	Lisbon	Office	15.491	25.831
Romania	Bucharest	Office	15.953	36.444
Russia	Moscow	Office	1.181	2.724
Russia	Ryabinovaya	Warehouse	1.417	2.206
Singapore	Singapore	Office	32.337	65.737
Singapore	Singapore	Warehouse	28.545	58.81
Slovakia	Bratislava	Office	1.755	4.247
Slovakia	Bratislava	Warehouse	8.618	21.163
South Africa	Cape Town	Office	3.401	2.969
South Africa	Midrand	Office	4.534	3.958
South Korea	Seoul	Office	0.344	0.627
Spain	Madrid	Warehouse	1.946	4.606
Switzerland	Geneva	Office	0.562	4.623
Switzerland	Geneva	Warehouse	2.037	37.931
Taiwan	Taipei	Office	73.307	106.448
Taiwan	Taipei	Warehouse	11.176	16.378
Thailand	Bangkok	Office	37.155	62.06
Thailand	Bangkok	Warehouse	18.071	30.122
The Netherlands	Amsterdam	Office	1.482	0.644
The Netherlands	Amsterdam	Warehouse	9.136	132.878
United Kingdom	London	Office	20.786	45.724
United Kingdom	London	Warehouse	16.943	37.764
United States	Houston	Office	26.04	51.919
Vietnam	Hanoi	Office	2.066	3.482
Vietnam	Ho Chi Minh City	Warehouse	16.456	26.952
vietnam	Ho Chi Minh City	Warehouse	4.566	7.478
Vietnam	Ho Chi Minh City	Office	10.649	17.949

## Sustainability initiatives

### Analysing Relocation emissions

In 2024, we collected real-world greenhouse gas (GHG) data across varied Relocation scenarios. These included full household shipments, airfreight-only moves, furnished and unfurnished properties and different family sizes across global routes.

In 2025, we will analyse the dataset to create guidance for more sustainable Relocation decisions. This will help clients adapt their policies and empower employees to reduce their environmental impact.

### Reducing move volumes at origin

To support sustainable relocation, we've partnered with Home Sweet Home (HSH) to offer a Discard and Donate service at all household goods move levels. Available at origin, the programme helps relocating employees reduce volumes by working with a professional organiser to sort and remove items no longer needed.

Unwanted items are prioritised for donation, with responsible disposal for anything non-donatable such as hazardous waste or construction debris. The result is a smoother move, simplified home presentation and a lower carbon footprint.

In one quarter alone, a client reduced volume by 4,155 lbs. This saved 166 lbs of cardboard and paper, 66 gallons of fuel and 0.64 metric tons of CO<sub>2</sub>e. It also spared four trees, due to be planted in spring 2026.

These outcomes show clear environmental and cost-saving benefits. We are scaling the programme to expand its impact.

### Switching to sustainable pallets

In 2024–25, we transitioned our partnership from CocoPallet International B.V. to NetZero Pallet to align with our commitment to timely, reliable and sustainable solutions. While CocoPallet offered a strong innovation focus in reducing deforestation, NetZero Pallet's capabilities now better match our operational needs and support our long-term sustainability goals.

NetZero has established a state-of-the-art facility in Binh Duong Province, Vietnam, spanning 10,000 square metres with an annual output of 1.5 million pallets. Coconut husk pallets are made from 100% coconut waste, helping to reduce emissions and eliminate material waste. They are competitively priced, biodegradable and naturally convert into soil improver after use. Each pallet is strong enough to support up to six tonnes and is free from toxic resins or synthetic additives, meeting ISPM 15 standards. NetZero Pallet supports our broader aim of promoting circular economy principles across logistics.

### Combining facilities to reduce impact

We are combining warehouse facilities with AGS, our sister company under the MOBILITAS Group. This joint model supports long-term environmental goals by optimising space, cutting emissions and reducing energy use through shared operations. It also improves efficiency across logistics and resource management at group level.

These combined actions reinforce our commitment to circular design, lower-impact logistics and measurable sustainability gains across our operations.

#### **Sustainability as a business strategy:**

Acting on climate change is a strategic decision that supports long-term performance and builds resilience to risk. **Source:** McKinsey & Company and World Economic Forum, 2024.



## ESG Committee

### Turning ESG strategy into action

In 2024, our ESG Committee remained central to converting strategy into action. With more than 30 members across our global network, the committee delivered trackable progress across business lines, functions and regions.

A total of 67 clear goals were set and monitored this year, each aligned to our ESG priorities and the five UN Sustainable Development Goals we support. Our goals sit under several initiatives, namely: Push the agenda, social, waste, energy, water, environment, commutes, responsible purchasing, community, move, reporting and supply chain, each designed to deliver practical outcomes at local and global levels.

Branches across the world completed local actions, submitted evidence and supported global reporting and data visualisation. Many also proposed new initiatives, which were assessed and added to our evolving ESG action plan. This cycle of contribution and review is building a more responsive, decentralised model where innovation is part of how we work.

Several branches have begun engaging landlords and suppliers on more sustainable sourcing of items such as stationery, coffee, lighting and packaging. While these early conversations may not always lead to immediate change, they open the door to future progress. Asking the right questions and setting expectations is shifting mindsets and paving the way for new partnerships.

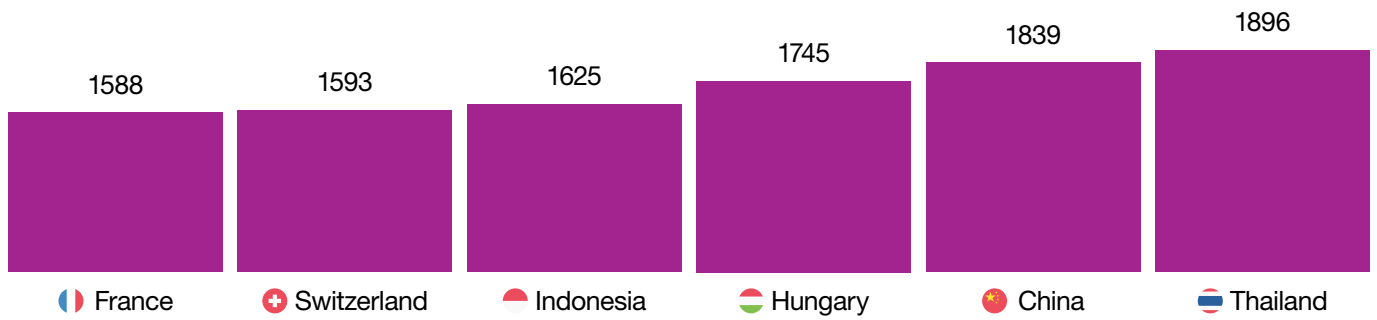
The ESG Committee continues to track performance, share best practices and support collaboration across the network. Branches are ranked against each other, with ESG performance now included alongside core business metrics.

This approach ensures sustainability becomes embedded in daily operations, grounded in local context and aligned with shared global purpose.

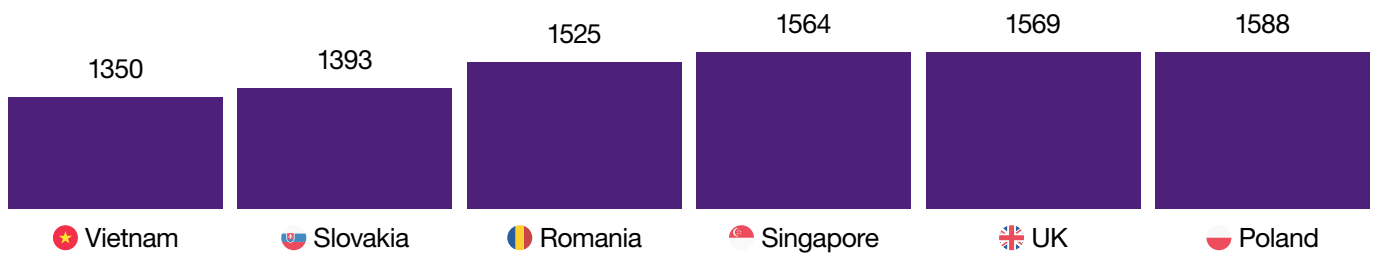


## 2025 ESG action group rankings by country score

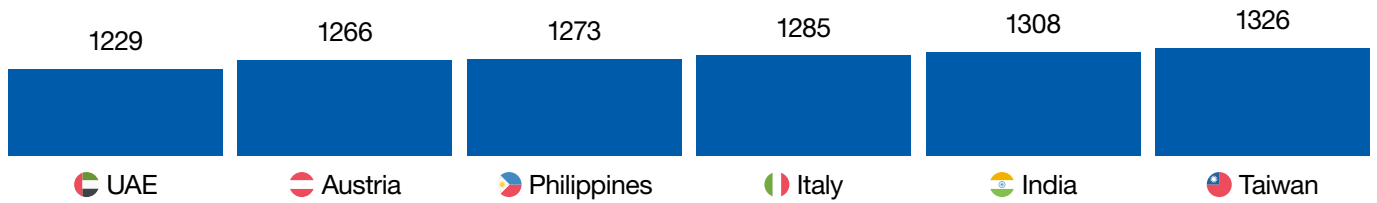
### Group A



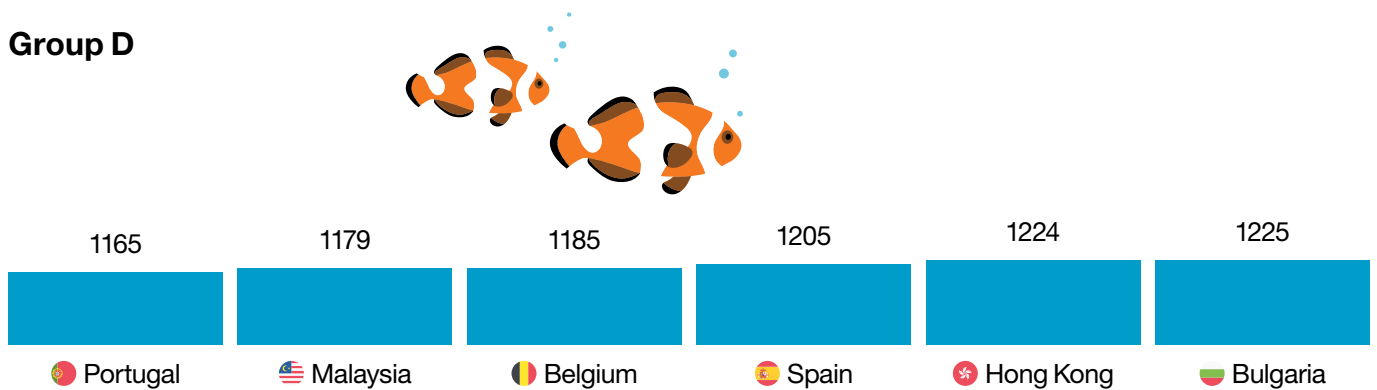
### Group B



### Group C



### Group D



### Group E



## Operational impact

In 2024, we saw measurable operational improvements across 30 countries, including Austria, Belgium, Bulgaria, China, Czechia, France, Germany, Hong Kong, Hungary, India, Indonesia, Italy, Japan, Malaysia, Netherlands, Philippines, Poland, Portugal, Romania, Russia, Singapore, Slovakia, South Africa, South Korea, Spain, Switzerland, Thailand, UAE, the UK, the US and Vietnam.

Across these locations, 88% committed to switching off air conditioning and heating when not in use. A further 85% introduced a standard temperature setting of 21°C to reduce excess energy use. In parallel, 81% of offices removed bottled water in favour of filtered systems and 81% committed to eliminating single-use plastics from daily operations. Another 81% began reusing packing materials across services. This is a practical step toward reducing waste and supporting supply chain circularity.

A new initiative was also introduced with a shift from paper to electronic bank statements. It now forms part of the global action list under Go Paperless, Save Forests, supporting our continued focus on waste reduction and digital efficiency.

These low-cost, high-impact actions demonstrate how sustainability is being embedded at the operational level and how collective action across locations contributes meaningfully to our global ESG goals.

### What if every business switched to electronic bank statements?

- ✓ 4.95 billion pages saved annually.
- ✓ 600,000 trees preserved.
- ✓ Less transport. Fewer emissions.
- ✓ One switch. Lower impact.

**Going paperless is a measurable climate action.**

**Planetary boundaries breached:** As of 2024, seven of the nine planetary boundaries, including climate change, biodiversity loss and chemical pollution, have been exceeded, placing Earth's life-support systems under increasing pressure.

**Source:** Stockholm Resilience Centre, 2024

# Training

## Compliance

At Santa Fe, integrity is one of our core values. In 2024, we continued to strengthen our culture of accountability and ethics through our global Compliance Series. This annual training programme is mandatory for all employees and covers critical topics including data protection, anti-corruption, equality and diversity, modern slavery and more.

Each course is delivered with clear timelines and tracked completion targets, ensuring that all employees meet regulatory expectations, uphold client contractual requirements and contribute to our global accreditations. Progress is monitored through automated systems and completion is directly tied to company-wide performance objectives. This reinforces the importance of timely and meaningful engagement with these key topics.

In 2024, we achieved a 92 percent compliance completion rate, improving on last year's result of 91 percent. The majority of courses recorded completion rates above 90 percent, reflecting strong engagement across our business and continued commitment to ethical standards.

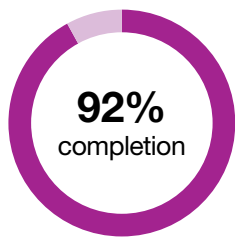
These courses were assigned to an average of over 900 employees each, with more than 10,000 completions recorded across the series. The ESG Foundation module was introduced as part of Phase 1 and tracked separately, with completion data based on 2024 participation across all countries.

We remain committed to ensuring all employees are trained, informed and equipped to uphold a safe, ethical and inclusive workplace.

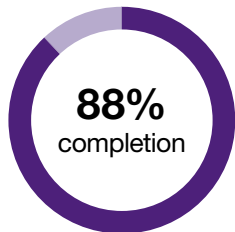
2024 compliance training completion rates	Rate (%)
Code of business conduct compliance series 2024	98
Anti-bribery & corruption compliance series	96
Fraud awareness compliance series	96
General data protection regulation compliance series	94
Equality & diversity compliance series 2024	93
Modern slavery compliance series	93
Employee global handbook	93
Anti-money laundering awareness compliance series	92
Security & privacy controls compliance series	88
Workplace bullying prevention compliance series	88
Harassment awareness compliance series	87
Data protection & privacy compliance series	84
<b>Average</b>	<b>92</b>



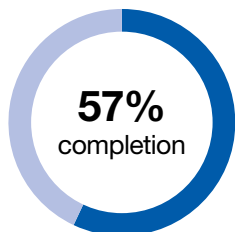
## Training and workforce diversity



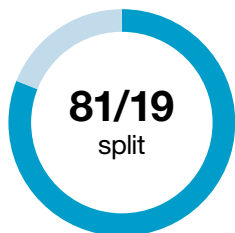
### Compliance training



### Health & safety training

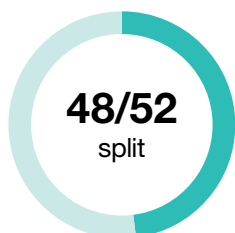


### ESG foundation training



### Employment diversity

- 938 White collar
- 220 Blue collar



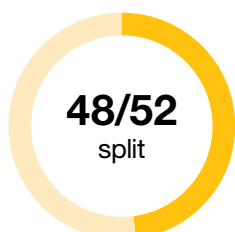
### Gender diversity across all employees

- 562 Male
- 596 Female



### Gender parity in management

- 111 Male
- 110 Female



### Gender parity in non-management

- 451 Male
- 486 Female

## Education

### Monthly sustainability topics

Sharing monthly sustainability topics helps normalise conscious decision-making. These regular prompts strengthen our collective understanding of the environmental and social responsibilities we face together.

By keeping sustainability front of mind, we support informed choices, encourage new ideas and connect teams to a wider purpose. Ongoing conversations shape culture and culture shapes action. Through continued engagement, we are creating a workplace where sustainability is part of how we think, decide and act.

To support everyday decision-making, we introduced monthly sustainability themes across internal channels. Each topic encouraged employees to reflect, share ideas and take simple, practical steps at work and at home.

Selected topics from 2024 included:

- Green resolutions — Encouraged employees to set achievable, sustainability-focused goals for the year ahead.
- The impact of pesticides on health — Explored the human health risks of pesticide exposure and shared simple ways to reduce it.
- Fast fashion — Highlighted the environmental and ethical costs of fast fashion, promoting conscious consumption.
- Eco-anxiety and mental health — Raised awareness of the growing mental health burden linked to climate change, especially among younger generations.

Sustainability remained a consistent theme throughout the year, helping teams stay connected to the bigger picture. These conversations continue to shape a culture of awareness and action, where sustainability is part of everyday thinking.

### **We act with focus and intent.**

In 2024, we expanded ESG reporting, reduced emissions and embedded sustainability across the business. Every office now reports ESG data, contributing to a clearer view of performance and progress across regions.

The external environment is uncertain. Climate risks are intensifying, inequalities persist and global momentum varies. Our direction is clear. Sustainability is built into how we work, from governance to daily operations.

### **In 2025 and 2026, we will build on this foundation.**

We will strengthen data quality, deepen transparency and support local ESG Committees to deliver measurable results. We will prioritise supplier engagement by identifying aligned partners, improving collaboration and raising standards across our network.

We will also assess the environmental impact of Relocation and shipping, with the aim of publishing findings in 2026. In parallel, we will explore how Global Mobility services can encourage more sustainable behaviours after Relocation.

Progress will take time. But we will lead where we can, challenge what needs to improve and remain accountable.

### **Sustainability is measured, embedded, delivered.**

**Santa Fe Relocation** is a Global Mobility company specialising in managing and delivering high-quality Relocation services worldwide. Our core competence is helping organisations, their employees and their families relocate and settle in new places. These services are delivered to a consistently high standard, locally and globally, through our own operations and approved partners.

We help people work, live and thrive in new places around the world.  
**Global Mobility made easy.**

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